

NUNAVUT HOUSING COPRPORATION

# Realizing the Blueprint for Action on Housing

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Reducing Core Housing Need in Nunavut

CMHC – Nunavut

2022 - 2025



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NUNAVUT HOUSING CORPORATION  
LA SOCIÉTÉ D'HABITATION DU NUNAVUT  
NUNAVUNMI IGLULIQIIRYUAT

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## 1. Introduction

Nunavut faces a severe housing crisis marked by a significant housing shortage and staggering overcrowding rates. The Government of Nunavut's Katujjiluta mandate seeks to address this by expanding the continuum of housing across the territory. In support of this strategic objective, the Nunavut Housing Corporation launched a new strategic plan in October 2022 called *Igluliuqatigiingniq* ("building houses together"), also referred to as Nunavut 3000, which advances the priorities and goals outlined in the Blueprint for Action on Housing (Blueprint) which was created in 2016. Through Nunavut 3000, new housing will be built in every community in the territory using a mix of procurement approaches and partnerships that will enable NHC to leverage its resources, diversify its programs, delegate defined responsibilities and risks to appropriate parties, and create a more resilient and efficient supply chain for new housing. The goal is for 3,000 new units to be created across the continuum of housing over the next decade.

As with the Blueprint, Nunavut 3000 advances the goals outlined in the National Housing Strategy announced in 2017. The National Housing Strategy represents a significant opportunity to support Nunavut 3000 implementation and provides a foundation for this and future action plans under the bilateral agreement.

### **Our Vision:**

*To ensure families and individuals in Nunavut have access to a range of affordable housing options.*

### **Guiding Principles:**

*The Nunavut Housing Corporation is guided by the following Inuit societal values or Inuit Qaujjimajatuqangit. These values are embedded in "The Blueprint for Action on Housing: an Action Plan to Address Nunavut's Housing Crisis" and shaped the strategic direction set out in "Igluliuqatigiingniq: Building Houses Together".*

#### **Inuuqatigiitsiarniq:**

Respecting others, relationships, and caring for people.

#### **Tunnganarniq:**

Fostering good spirit by being open, welcoming and inclusive.

#### **Pijitsirniq:**

Serving and providing for family and/or community.

#### **Aajiiqatigiinni:**

Decision-making through discussion and consensus.

#### **Pilimmaksarniq:**

Development of skills through observation, mentoring, practice, and effort.

#### **Ikajuqtigiinni:**

Working together for a common cause.

#### **Qanuqtuurniq:**

Being innovative and resourceful.

#### **Avatittinnik Kamatsiarniq:**

Respect and care for the land, animals and the environment.

## 2. Description of Nunavut Context

### 2.1 Demographics and geography

Nunavut is the largest yet least populated of all the provinces and territories, with a total area of 2,093,190 square kilometres and a population of 36,858 people — 84 percent of whom are Inuit. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported on the annual summer sealift or by air. As a result, the cost of landed goods is substantially higher than elsewhere in Canada. This, combined with Nunavut's climate and geography, presents unique housing construction and maintenance challenges.

### 2.2 Key housing metrics

#### ***Housing shortage***

The Nunavut Housing Corporation is the primary developer and provider of housing within the territory and works within an environment of chronic housing shortages, resulting in high rates of overcrowding. In 2010, the Nunavut Housing Needs Survey identified a housing gap of 3,500 units. The NHC estimates between 3,500 and 5,000 new units are required to meet housing demand, and this demand will only increase as Nunavut's youth population grows into adulthood. The recent 2021 Census indicated Nunavut has approximately 6,800 youth between the ages of 10 and 20. Most of these individuals will be seeking housing accommodation in the decade of 2030.

#### ***Limited private market***

The territory has an extremely limited private market, with private homes making up only one-fifth of Nunavut dwellings. Most private developers primarily respond to government tenders or initiate new development with the prospect of long-term government leases. The cost of transporting materials, obtaining developed land, and constructing and maintaining housing stock, makes building on speculation too risky for many private sector developers.

#### ***Social housing***

Resulting from the lack of alternative housing types, over 50% of Nunavummiut live in social housing, and 76% of those living in social housing and over the age of 19 earn less than \$33,280 a year. Furthermore, it is essential to note that 97% of the social housing tenants are Inuit. Because of gaps in the housing continuum, households in the rental market with adequate incomes are stuck not just in terms of being able to shift into homeownership but also into different rental housing.

#### ***Supportive housing***

Nunavut is severely limited in the quantity and diversity of shelter for the housing of vulnerable people. To date, the GN has not been able to develop the full range of supportive housing needed to meet the specific needs of Elders and the population with mental wellness issues, physical disabilities, and other life circumstances requiring supportive housing.

### 3. Description of the Nunavut Housing Corporation

The Nunavut Housing Corporation (NHC) is a public agency of the Government of Nunavut (GN). The NHC is made up of three distinct but inter-dependent components:

- Directorate & Corporate Headquarters are responsible for managing the Corporation to ensure consistency in all its activities across Nunavut
- District Offices manage and provide support in delivering programs and services to the communities.
- Local Housing Organizations (LHOs) at the community level provide most of the day-to-day services associated with program delivery to individuals and families as independent agents of the NHC. Each LHO has a Board of Directors made up of local community members.

The NHC has three core programs:

- *Public Housing*<sup>1</sup>: The NHC delivers the Public Housing Program in all 25 Nunavut communities through close cooperation with the LHOs.
- *Staff Housing*: Through the Staff Housing Program, the NHC provides subsidized rental housing to term and indeterminate employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.
- *Homeownership*: Through its Homeownership Programs and supports, the NHC assists residents who can afford the costs of homeownership to secure and maintain their house. As well, homeownership education and counselling services are provided to homeowners. These services include consultations regarding the purchase of existing homes or new home construction, repairs, renovations, bank financing and energy conservation.

The NHC is the primary developer and provider of housing within the territory. As of March 31, 2022, the NHC maintains 5,955 social housing units (of which 5,744 are NHC-owned and 211 are leased), 1,735 staff housing units (of which 592 are owned and 1143 are leased) and holds mortgages for 125 homeowners.

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<sup>1</sup> When NHC uses the term public housing in its programming or planning, it refers to social housing

## 4. Description of the Blueprint for Action on Housing

The Blueprint for Action on Housing (Blueprint) results from seven years of consultation and engagement across the Government of Nunavut and with Stakeholders in Nunavut's housing system. The Blueprint documents a commitment to the shared responsibility for meeting the challenge of Nunavut's housing crisis. Using the Blueprint as a roadmap, the government of Nunavut is addressing the housing crisis through 60 actions that aim to meet four main goals:

- Define housing demand factors
- Remove barriers to the supply of housing
- Reduce the cost of housing
- Increase investment in housing

The Blueprint acknowledges the connections with other initiatives and strategies. For example, housing is connected to many initiatives including, but not limited to:

- The Makimaniq Plan 2: A Shared Approach to Poverty Reduction;
- Inuusivut Anninaqtuq: The Nunavut Suicide Prevention Strategy and Action Plan;
- The Nunavut Food Security Strategy and Action Plan;
- The Iqaluit Sustainability Community Plan; and
- Upagiaqtavut: Climate Change Impacts and Adaptation in Nunavut.

### 4.1 Consultations

As with the Blueprint, the success of Nunavut 3000 continues to rely on consultation, engagement, and partnership with key stakeholders in Nunavut. Key stakeholders include Inuit organizations and municipalities.

#### *Inuit Organizations*

Housing is one of the top priorities identified by the Inuit Crown Partnership Committee formed in 2017. The Nunavut 3000 plan aligns with the 2022 Partnership Declaration between the GN and NTI “to collaboratively identify and take action on shared priorities” and with the resulting Nunavut Partnership Committee’s mandate to “improve the economic, health, social and cultural well-being of Nunavut Inuit...to help Nunavut realize its potential as a healthy and prosperous part of Canada”. Consultation and partnerships with Inuit organizations that have capacity to deliver capital projects and programs is key to delivering the Nunavut 3000 plan. The partnership agreement with NCC Development Limited is a transformational engagement that provides significant investment and allow benefits to flow to the three Regional Inuit Associations who represent all Inuit across Nunavut.

#### *Municipalities*

Timely access to appropriate development-ready land is a key project requirement. Municipalities prepare land for development on a cost recovery basis according to approved community plans and zoning which can create delays. Some municipal by laws also limit densification which can result in higher per unit costs. NHC is engaging with the Department of Community and Government Services (CGS) and the Nunavut Association of Municipalities (NAM) on these and other issues and will work collaboratively with all municipalities with respect to land planning, zoning, development, and acquisition processes.

Consultations with other key partners and stakeholders in Nunavut 3000 include:

***Local Housing Authorities***

LHOs in each of Nunavut's 25 communities

***Nunavummiut***

Public Housing tenants and families

Staff Housing tenants and families

Existing and potential homeowners

Other Nunavummiut, including group representing elders, youth, women

***GN Departments, Territorial Corporations and Public Agencies***

Department of Health

Department of Community and Government Services

Department of Family Services

Department of Education

Department of Economic Development and Transportation

Qulliq Energy Corporation

Northern Arctic College

Department of Executive and Intergovernmental Affairs

Department of Finance

Department of Human Resources

***Federal Government Departments***

Canada Mortgage and Housing Corporation

Crown-Indigenous Relations and Northern Affairs Canada

Canadian Northern Economic Development Agency Natural Resources Canada

***Not-For-Profit Societies, Agencies, and Corporations***

Community Housing Transformation Centre

Community Housing Organizations

Housing Cooperative Organizations

Elders Societies

Transitional and Supportive Housing groups

***Private Corporations***

Land and Real Estate Developers

Suppliers of goods and services

Contractors

Financial institutions

Real Property Management firms  
Maintenance Management firms

#### 4.2 Liveable and inclusive communities – Funding Principle 6(d)

In previous Blueprint consultations, the significant role housing plays in creating inclusive and liveable communities in Nunavut was reaffirmed. Overcrowded conditions raise the potential for stress, violence, food insecurity, abuse, addiction and suicide. Research has linked the high rates of respiratory infections and negative mental health outcomes to the lack of adequate housing. When looking at the future of Nunavut, we envision communities with a high and sustainable quality of life. A society that is adequately housed can develop healthy and self-reliant people and lower its vulnerability to economic and social change. Addressing the housing crisis and creating a full housing continuum is a step towards liveable communities.

To date, consultations regarding the Nunavut 3000 strategy have confirmed the critical role of collaborating for land development, ensuring employment and training opportunities for Nunavummiut, and expanding the type of housing available on Nunavut’s housing continuum.

### 5. The Nunavut 3000 Housing Strategy

Faced with a strategic long-term action plan that was no longer suitable to respond to the continuing housing crisis, the newly elected Government of Nunavut in 2021 decided with the Nunavut Katujjiluta mandate to expand the housing continuum as a key priority. Therefore, on October 18, 2022, the Nunavut Housing Corporation announced a new plan for housing called *Igluliuqatigiingniq: Building Houses Together*, also known as the Nunavut 3000 Strategic Plan.

The Nunavut 3000 Strategic Plan builds on and complements the 2016 Blueprint for Action on Housing through a commitment to increase the number of housing units built in the territory over the next 10 years. The plan will triple the annual rate of new public housing units and support partnerships to build transitional, affordable, and market housing units. All communities in Nunavut will receive housing through the strategy, and all housing construction between now and 2030, regardless of who builds it, will be counted toward the goal of Nunavut 3000.

Nunavut 3000 Strategic Plan will advance the objectives of the Katujjiluta mandate and the Blueprint for Action on Housing by expanding the housing continuum, supporting elders to age with dignity in Nunavut by developing purpose-built housing units, and diversifying local economies by increasing training and employment opportunities for skilled trade labour. By partnering with other departments to better understand the need for various housing options and supports, the Nunavut Housing Corporation will ensure that housing investments are used effectively and efficiently.

Partnerships with Nunavut Inuit organizations are key to Nunavut 3000's success. The Government of Nunavut (GN) and Nunavut Tunngavik Inc (NTI) signed a Partnership Declaration to advance shared interests for Nunavummiut and the partnership agreement with the NCC Development Limited (NCCD), which is 100% Inuit owned by Nunavut's Inuit development corporations, including Kitikmeot Corporation, Sakku Investments Corporation, Qikiqtaaluk Corporation, and Nunasi Corporation. It reflects the importance of collaborative engagement with Inuit organizations to address the housing crisis and ensures the best interests of the North are kept in mind.



The Nunavut Housing Corporation will support the Katujjiluta vision of working collaboratively with Inuit organizations and other government levels to achieve tangible outcomes. It is only through shared investment and collective responsibility that we can adequately address the complex issues related to housing.

## 6. 'Nunavut's Plan for Reducing Core Housing Need

The NHC understands that affordable housing is the foundation of social and economic progress for Nunavut. Offering security and quality of life over the long-term for our most vulnerable people is a stepping-stone towards economic self-sufficiency.

The first three years of our bilateral agreement emphasized relieving core housing needs. They put in place the systems and processes to maintain and renew our current stock of social housing units. The NHC will continue working with its partners across jurisdictions and sectors to support community transformation and innovation to collectively address the unique challenges that Nunavummiut face.

Our action plan 2022 – 2025 has the following components:

- 1. Building new social housing and increasing the housing supply**
- 2. Increasing capacity to protect and renew existing social housing assets**
- 3. People, communities and partnership development**

### 6.1 Building New Public Housing and Increase Housing Supply

#### ***Construction of new public housing units***

For the Fifth year of our agreement, the NHC will continue to focus on new social housing construction to reduce core housing needs. With a target of 108 units constructed from 2022 to 2025. The NHC will continue to incorporate universal design elements in all new builds, which began in 2020/21.

Through *qanuqtuurniq - being innovative and resourceful*, the NHC is looking to maximize its resources while improving service to Nunavummiut. By engaging third-party services, the NHC will be better equipped to respond to the increasing complexity of social housing project delivery and the need for site-specific designs to support the varied terrains from community to community. The partnership will:

- Analyze recurring design issues with Directorate/District/LHO
- Develop building/systems/materials/ layout alternatives to address recurring design issues
- Gather more accurate site information to inform building design decisions
- Analyze existing Social Housing buildings for functional layout deficiencies
- Incorporate universal design elements in all builds to account for aging in place
- Develop new designs based on the NHC's current models in collaboration with experts who are presently working on technologies to mitigate current design and maintenance issues such as mould.

#### ***Allocation of new construction***

The NHC will continue to use its Public Housing Construction Allocation Methodology in conjunction with the Nunavut 3000 allocation of units across the communities to determine which community to build the new social housing units and how many. The methodology is applied annually as part of the planning for the following fiscal year to address

Nunavut's housing crisis in a way that is fair, consistent, and transparent to all communities and prioritizing the communities with the most significant housing need.

The Allocation formula uses needs list numbers, which the Local Housing Organizations track. Nunavut 3000's preliminary allocation by housing segment is: 300 transitional beds (10% of total allocation); 1,400 public housing units (47% of total allocation); 900 affordable rental or ownership housing units (30% of total allocation); and 400 market rental or ownership housing units (13% of total allocation).

- Up to 300 transitional beds are expected to be delivered by NHC and/or GN or community partners.
- With respect to 1,400 public housing units (the market segment with the greatest need), about 470 are anticipated to be delivered through conventional NHC procurement processes with the rest developed through partnership agreements with Inuit birthright corporations.
- Up to 900 affordable rental or ownership housing units will be delivered primarily through Inuit organizations, not-for-profits, community organizations, and private sector companies with co-investment from NHC. Affordable rental or homeownership units will be mostly market driven with approximately 70% financed by the private sector. Approximately 30% will be funded through public sector investment in the form of capital co-investment, rental supplements, and homeownership funding programs (e.g., down payment assistance) to support affordability targets and goals.
- Up to 400 market rental or ownership housing units are expected to be delivered based on market demand and financing with limited if any public investment outside of a small investment in redesigned homeownership programs (e.g., down payment assistance).

These numbers may adjust during the strategic delivery period depending on changing community demand and/or demographic profiles, the level of realized private sector development, and community land readiness (e.g., water, sewer, power, roads) timelines. The NHC will continue to use a rigorous process for allocating investment across communities to ensure fairness and responsiveness.

#### ***Location of new public housing units***

The NHC continues to engage with the municipalities where construction projects are planned, so lot development is optimized and lots assigned for public housing construction are in proximity to public services. The NHC seeks to minimize construction costs to meet the significant demand for public housing across the territory. Therefore, the NHC continues to avoid building single units and instead constructs multiplex units. When constructing new units, the NHC typically consults with the LHOs on the number of bedrooms required in each unit within the multiplex to ensure they align with the local needs and match livability standards, including the national occupancy standards.

#### ***Allocation of the new public housing units***

To ensure that the allocation of public housing units to prospective tenants is done fairly across the territory LHOs use a point-rating system to determine an applicant's need. The point-rating system considers several factors of an individual or family's current housing situation to determine their relative need for a new unit. The NHC provides guidelines to the LHOs for the allocation of public housing that includes community-specific factors in their point-rating calculations, including:

Bilateral Agreement CMHC – Nunavut: Action Plan

- Time on public housing needs list
- Victims of spousal assault/family violence
- Separated family through lack of accommodation
- Two or more nuclear groups occupying one unit out of necessity
- Other quality-of-life improvements

**Ensuring affordability**

To ensure that social housing rental rates remain fair and affordable, NHC implements a Public Housing Rent Scale across its Public Housing Program. The Public Housing Rent Scale is a rent-geared-to-income sliding scale "designed to support the GN's Makimaniq Plan 2 – A Shared Approach for Poverty Reduction. It results from extensive community consultations in collaboration with the GN and Nunavut Tunngavik Inc. The NHC works closely with the Department of Family Services to monitor the program's impact and identify areas for improvement.

Action	Partner	Proposed Timeline	Anticipated Outcomes
Create 108 New Social Housing Units	LHOs, Community and Government Services, hamlets	2022 - 2025	<ul style="list-style-type: none"> <li>• Improved Accessibility</li> <li>• Improved energy efficiency</li> <li>• Local employment guaranteed through NNI</li> <li>• Enhanced social inclusion through mixed-income housing, using Rent Scale</li> <li>• Modernize social housing to achieve long-term sustainability, including achieving greater social inclusion, energy efficiency and financial sustainability</li> </ul>
Continue to expand availability of barrier free/ accessible units across the territory	LHOs, Department of Health, Department of Family Services	2022 - 2025	NHC is preparing an agreement to purchase 18 public housing units from the City of Iqaluit (constructed with CMHC support) that include four barrier-free units.
Incorporate universal design elements in all builds to account for aging in place	LHOs, Department of Health, Department of Family Services	2022 - 2025	<ul style="list-style-type: none"> <li>• Improved Accessibility</li> <li>• Enhanced social inclusion through universal design elements</li> <li>• More livable and inclusive communities incorporating universal design to improve accessibility and aging in place</li> <li>• Modernize social housing to achieve long-term sustainability, including achieving greater social inclusion, energy efficiency and financial sustainability</li> </ul>

Continue to monitor the impact of the Public Housing Rent Scale and identify possible areas for improvement	Department of Family Services	2022 - 2025	<ul style="list-style-type: none"> <li>• Enhanced social inclusion</li> <li>• More livable and inclusive communities</li> </ul>
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## 6.2 Increasing Capacity to Protect and Renew Existing Social Housing Assets

NHC maintains 5,955 social housing units in 25 communities, of which 5,744 are NHC-owned and 211 are leased. Because of each community's remoteness, the harsh climate, skilled labour shortages, and overcrowding, maintenance and remediation of existing social housing stock are a constant challenge.

The NHC relies on its community partners, the LHOs, to provide maintenance and administration services on these units and identify community priorities and concerns. NHC has initiated processes and programs to support LHOs in their maintenance efforts. Given the large number of social housing assets in the territory, increased consistency in planning and implementation for Modernization and Improvements is required across districts and communities to protect and renew these homes.

For 2023 – 2025, the NHC will remediate 109 social housing units. In addition, the NHC will undertake a systematic review of the current state of these social housing assets and plan for improved systems for planning, implementing and monitoring demand and preventive maintenance.

Specifically, the NHC will:

- Remediate 109 Social housing units
- Conduct condition ratings for more than 250 social housing units
- Initiate procurement of a property management system
- Continue implementation of a territory-wide mould remediation strategy

### ***Mould remediation***

Since 2016, NHC has laid the groundwork for a comprehensive Mould Remediation & Mitigation program, undertaken assessments, and continues to implement remedial steps to prevent mould in its units. Mould condition assessments to collect statistically representative data on the level of mould impacts in NHC social housing stock have been completed in units constructed before and after 1980. Since 2018, NHC has been providing Mould Remediation Training to the LHOs in all 25 communities, 'aiming to improve participants' understanding of mould: its root causes, identification, and safe remediation practices. NHC continues to provide training and technical support to all LHOs to better enable practical and on-the-ground responses to mould issues. The training includes practical fixes to mould-related problems and the occupational health and safety requirements needed to safely undertake renovations. To date, NHC has completed a Root Cause Analysis, Problem Formulation and Data GAP Analysis and Air Monitoring and Mould Mitigation Options Analysis.

The NHC is incorporating lessons learned and design improvements identified to reduce the potential for mould impacts in public housing units.

Bilateral Agreement CMHC – Nunavut: Action Plan

The objectives of the Mould Remediation and Mitigation program include:

- Remediate mould impacts in NHC social housing stock
- Implement building performance improvements to mitigate mould generation
- Raise tenant awareness of mould risk and prevention
- Implement a tenant support program
- Encourage collaboration with other key government departments and agencies
- Increase the capacity of Nunavut's contracting industry to address mould remediation and mitigation
- Maximize local benefits through local capacity building to support the Mould Remediation and Mitigation program.

Action	Partner	Proposed Timeline	Anticipated Outcomes*
Remediate 109 social housing units		2022-2025	<ul style="list-style-type: none"> <li>• Preserve affordability of units for low-income households while improving asset management and social inclusion of the stock</li> <li>• Modernize social housing to achieve long-term sustainability, including achieving greater social inclusion, energy efficiency and financial sustainability</li> <li>• More livable and inclusive communities</li> <li>• Local employment guaranteed through NNI</li> </ul>
Conduct condition ratings for more than 250 social housing units	LHOs	2022 – 2025	<ul style="list-style-type: none"> <li>• Preserve affordability of units for low-income households while improving asset management and social inclusion of the stock</li> <li>• Modernize social housing to achieve long-term sustainability, including achieving greater social inclusion, energy efficiency and financial sustainability</li> <li>• More livable and inclusive communities</li> <li>• Local employment guaranteed through NNI</li> </ul>
Identify user requirements and initiate procurement of a new maintenance and material management system.	LHOs	2022– 2025	<ul style="list-style-type: none"> <li>• Preserve affordability of units for low-income households while improving asset management and social inclusion of the stock</li> <li>• Modernize social housing to achieve long-term sustainability, including achieving greater social inclusion, energy efficiency and financial sustainability</li> </ul>
Continue to implement a territory-wide Mould Remediation & Mitigation Program	LHOs	2022 – 2025	<ul style="list-style-type: none"> <li>• Preserve affordability of units for low-income households while improving asset management and social inclusion of the stock</li> <li>• Modernize social housing to achieve long-term sustainability, including achieving greater social inclusion, energy efficiency and financial sustainability</li> <li>• More livable and inclusive communities</li> </ul>

### 6.3 People, Communities and Partnership Development

People, communities and partnerships are at the heart of the Blueprint for Action on Housing. From the start, the Blueprint was envisioned as the product of a whole-of-government approach to inform the GN's actions in addressing the many separate, yet interconnected, issues impacting the delivery of suitable, safe and affordable housing for Nunavummiut. Just as a home does not stand alone but instead fits into a neighbourhood, a community, and the territory, housing as a priority is intricately linked with all of the GN's priorities.

#### Partnerships

The Blueprint is very much based on *ajjiiqatigiinniq* - decision making through discussion and consensus, as well as *ikajuqtigiinniq* - working together for a common cause. Although both principles helped guide the entire Igluliuqatigiilauqta - "Let's Build a Home Together" initiative, *ajjiiqatigiinniq*, and *ikajuqtigiinniq* were the cornerstones of the planning and production of the Blueprint.

Partnerships, consultation and collaboration, are central to the NHCs work, and NHC will continue this approach to address Nunavut's housing needs. The GN's Minister responsible for the Nunavut Housing Corporation attends the Nunavut Association of Municipalities' AGM every year. NHC works closely with hamlets during the Department of Community and Government Services (CGS) planning tours. Specific ongoing actions include:

- Research partnerships, for example, with CMHC, NRCAN, NRC, University of Laval, POLAR Knowledge
- Implementation of the four-year Low Carbon Economy Fund, which functions as an accelerated Modernization and Improvements retrofit program
- Exploration of where support and resources can be offered for innovation in environmental sustainability and energy efficiency, such as community-based energy co-ops and residential energymetering/education programs
- Continue meeting with Tuttarviit, an internal government employee committee with interdepartmental representatives that advises on Inuit Societal Values and on how to consult with Inuit Qaujimagatuqangit Katimajit (IQK), the GN organized committee of Elders from across Nunavut, which advises on Inuit Societal Values and their incorporation into policy, programming and operations. NHC will engage with Tuttarviit and IQK on incorporating *Inuit qaujimagatuqangit*, Inuit traditional knowledge, in building design.

#### **Community engagement**

As a principal stakeholder in all NHC activities, NHC Executives will continue to visit with LHO Boards in their own communities to improve understanding and communication between NHC and the LHOs. The NHC actively enhances the support that the Corporation provides LHOs to ensure that tenants and clients receive the best possible housing services. These tours provide a valuable opportunity for the NHC Executive team and local housing officials to discuss local operational concerns and issues of policy and planning, which can then translate into plans for enhancing the capacity of LHOs.

For example, in summer 2020, the NHC Board Chair, the President/CEO, the Acting VP/COO, VP/CFO and senior managers visited five communities in the Baffin District. Discussion focused on issues such as:

- Housing design needs.
- Improving accessibility for some Elders units.
- Land-planning (and increasing engagement between LHOs and hamlets).
- The need for greater tenant engagement, including moving towards video-based engagement for new tenants.
- Mould remediation efforts and mould prevention.
- The need for more information on homeownership programming generally and in particular in relation to Elders living in private homes.
- The need for increased training for LHO staff, including on the use of modernization and improvement fund.
- Lack of local workforce and apprenticeship development.

***Identifying and meeting the needs of Nunavummiut***

To ensure sufficient affordable housing in each community, there needs to be a diversity of housing options – a continuum of housing from emergency shelter to homeownership. Housing needs and demand factors must be clearly defined to support improved planning processes and a strategic allocation of resources. The GN and NHC will continue the collaborative, interdepartmental approach initiated through the development of the Blueprint to address housing needs now and in the future. NHC will undertake the following actions with its partners to define housing demand factors and inform the development of the following two action plans under the National Housing Strategy:

- Conduct a Housing Need & Demand Study in 2022/23 or 2023/24 to update the data of the housing needs study which was conducted in 2010. The Housing Need & Demand study will enhance NHC's and the GN's understanding of the unique needs of Nunavummiut, including income and affordability levels as well as the need for supportive and transitional housing for women and children. This study will also help in determining the need for barrier-free/accessible housing for Elders and persons living with disabilities.
- Continue collaboration and joint planning on supportive housing and homelessness with the Departments of Family Services, Health and Justice.

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Action	Partner	Proposed Timeline	Anticipated Outcomes*
Continue ongoing actions in consultation, collaboration and partnership development	LHOs, GN, CMHC, NRCAN, NRC, University of Laval, POLAR Knowledge, Tuttarviit, Inuit Qaujimajatuqangit Katimajit (IQK), Nunavut Tunngavik Inc.	2022 - 2025	<ul style="list-style-type: none"> <li>• More livable and inclusive communities</li> <li>• Improved accessibility</li> <li>• Improved energy efficiency</li> <li>• Modernize Social Housing to achieve long-term sustainability, including achieving greater social inclusion, energy efficiency and financial sustainability</li> </ul>
Conduct Housing Need & Demand Study	LHOs, Districts, Hamlets, Department of Family Services, Department of Health, Department of Justice, Department of Community and Government Services	2022 - 2025	<ul style="list-style-type: none"> <li>• Enhanced social inclusion through mixed-income housing or mixed-use housing</li> <li>• More livable and inclusive communities</li> <li>• Improved Accessibility</li> <li>• Improved energy efficiency</li> <li>• Preserve affordability of units for low-income households</li> </ul>
Continue collaboration and joint planning and policy development on supportive housing and homelessness	Department of Family Services, Department of Health, Department of Justice	2022- 2025	<ul style="list-style-type: none"> <li>• More livable and inclusive communities</li> <li>• Improved social inclusion through mixed-income or mixed-use housing</li> <li>• Improved response to housing needs for Inuit and vulnerable populations, including women and girls fleeing violence</li> <li>• Improved availability of resources and supports specific to Inuit, vulnerable populations, and women and girls fleeing violence</li> </ul>

\*



## 6.4 Canada Housing Benefit

The Canada Housing Benefit (HB) has been co-developed by the Government of Nunavut, represented by the Department of Family Services, the Nunavut Housing Corporation, and Canada Mortgage and Housing Corporation. The benefit is anticipated to run from April 1, 2022 to March 31, 2028.

The HB will provide direct affordability support to households in housing need to eliminate or significantly reduce housing need in accordance with the agreed-to targets and outcomes.

In Nunavut, the HB program launched in 2022. The HB is consistent with the principles of the National Housing Strategy, the GN's Blueprint for Action on Housing, and the Framework for Action on Absolute Homelessness.

In Nunavut, the HB program facilitates access to housing on the private market as an individual, youth, or family transition through a period of vulnerability or crisis. The benefit is, therefore, transitional in nature and allows Nunavut to take a housing-first approach, ensuring affordable housing to recipients while providing the necessary support services required for the recipient to take steps towards wellness and self-reliance.

When the benefit is received, the recipients will be provided with wrap-around support services including counselling, wellness, life skills, training, and career development programming. A Transitional Housing Coordinator, Family Resource Workers, Career Development Officers and Coordinators for Women's Safety are all part of the Family Services outreach and client support team.

The HB will serve as a benefit to facilitate transitional housing in private market rental units. The HB will finance the difference between the 24% of the recipient's income and the market rent until the household can transition into a more permanent housing option.

From the Housing Partnership Framework that was endorsed in April 2018:

- Cost matching requirements follow the Housing Partnership Framework principles with the following modifications:
  - Cost-matching will take the form of direct affordability assistance to households and/or individuals; and
  - Required provincial or territorial cost matching, must come from the PT and/or municipalities, excluding funding from CMHC and other federal sources.

Nunavut's cost-matching commitments will be through the Nunavut Senior Fuel Subsidy Program, and the Nunavut QEC and Income Assistance Power Benefits.

The roll out of the HB program by the Government of Nunavut, Department of Family Services has been deferred to 2022/23.

## 7. Action Plan Targets and Outcomes

For the purposes of this Agreement, CMHC and Nunavut agree the following baseline numbers are the number of social housing and Community Housing Units under the Social Housing Agreement as of March 31, 2022: **1625 Social Housing unique units**, of which 1625 are low-income.

### 7.1 Targets and outcomes expected results overall

Outcome	Expected Results	Base Units	Targets								
			2022/2023		2023/2024		2024/2025		3 Year Cumulative		2019/20 to 2027/28 Target
			Target and Funding (\$M)	Target and Funding (Units)	Target and Funding (\$M)	Target and Funding (Units)	Target and Funding (\$M)	Target and Funding (Units)	Target and Funding (\$M)	Target and Funding (Units)	
Maintain/increase social housing supply	Units continue to be offered in Social Housing*	1,625	3.915	261	2.865	191	3.030	202	9.810	654	1,625
	15% Expansion of rent assisted units		27.000	36	27.000	36	27.000	36	81.000	108	244
Repair existing stock	At least 20% of existing social housing repaired	1,625	1.672	50	1.547	29	1.600	30	4.819	109	325
Administration costs			3.259	-	3.141	-	3.163	-	9.563	-	-
<b>Total</b>			<b>35.846</b>	<b>347</b>	<b>34.553</b>	<b>271</b>	<b>34.793</b>	<b>268</b>	<b>105.192</b>	<b>871</b>	<b>2,194</b>

**Assumptions:**

- **Expansion:** Unit construction costs estimated at \$750K/ unit. Public procurement for the construction of a typical five-plex building increased from an average unit price of 379,780 in 2017-18 to \$947K in 2021-22
- **Repairs:** Units repairs estimated at 33K/unit repaired in 2022-23 (approved) and 53K/unit repaired in 2023-24 and 2024-25. Since the pandemic, NHC has seen tender costs rise by 55-per cent due to Covid-19-related impacts.
- **Repairs:** NHC will achieve 37% completion of repairs and maintenance over the next 3-years through adherence to maintenance schedule at the LHOs. Proper planning allows for efficient use of funding, and allocation of available resources.
- **Administration costs:** Around 10%. Notice that for the first 3 years, NHC only claimed \$800K per year.

\* Year 4-6 Targets are based on funding allocated for preserved units through this agreement only

**7.2 Expected number of households by NHS initiative**

Initiative	Target (Households)				
	2022/2023	2023/2024	2024/2025	Cumulative Total	2019/20 - 2027/28 Target
<b>[P/T] Priorities Housing Initiative</b>	250	188	187	625	1,625
<b>Canada Community Housing Initiative</b>	51	39	40	130	540
<b>Northern Housing for the Territories Initiative</b>	36	36	36	108	234
<b>Canada Housing Benefit*</b>					
<b>Canada Housing Benefit</b>	21	10	2	33	40
<b>Nunavut Senior Fuel Subsidy**</b>	6	3	3	12	118
<b>Nunavut QEC and Income Assistance Power Benefits**</b>	214	107	107	428	512

Assumption for CCHI 2023-24 and 2024-25: Units to be completed as new construction with the funding allocated + units Repairs of the year. 2022-23 approved already

\*We can expect our targeted households to remain in this program for an average of two to five years as they transition. That is why we see each year including Year 1 and added clients.

\*\* Cost matching commitment to the Canada Housing Benefit. Note that the cumulative total for the Nunavut Senior Fuel Subsidy includes 101 households assisted in 2018/19 when the cost-matching period began. The cumulative total reflects unique number of households.

The Priorities Housing Initiative, Canada Community Housing Initiative and Northern Housing for the Territories Initiative are used to support various aspects of the NHC's public housing (rent geared to income) program. Typically, the Northern Housing component is used to support new public housing construction. The two remaining programs (outside of the Canada Housing Benefit) are typically used to support housing operations for public housing units that are no longer eligible for Social Housing Agreement funding as well as to repair existing public housing units.

Canada Housing Benefit	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	2019/20 - 2027/28 Cumulative Target
Average monthly benefit	\$3,140	\$3,203	\$3,267	\$3,332	\$3,399	\$3,467	\$3,536	\$3,607	
Total number Assisted Families	0	0	21	31	32	33	34	35	40
New households assisted by year	0	0	21	10	2	3	2	2	

Targets for the core CHB are based on the available federal funds being used for a housing benefit starting at \$3,140 monthly. Assumptions include a 2% inflation rate on the benefit amount, 10% administration, and a 5% turnover rate.

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<b>Nunavut Senior Fuel Subsidy</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total</b>
Average monthly benefit	\$ 3,000	\$ 3,000	\$ 3,041	\$ 5,214	\$ 5,214	\$ 5,214	\$ 5,214	\$ 5,214	\$ 5,214	\$ 5,214	
Total number of subsidies per year	101	96	97	92	92	92	92	92	92	92	
New households assisted due to turnover (2%)	101	2	2	2	2	2	2	2	2	2	118
<b>Nunavut QEC and Income Power Benefits</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total</b>		
Households assisted	107	107	107	107	82	0	0	0	512		

Average period of time a household would access the program: The average period of time a client is expected to access the program is estimated to be between two to five years depending on the circumstances. This may vary depending on how much time it takes for the household to become self-sufficient, finding affordable housing or public housing. For example, in 2018, the average number of days on the Public Housing waitlist for a two-bedroom unit in Arviat was 846.

The average number of households estimated to be assisted would be 40. Using the average household size from the Nunavut 2016 census, the average number of clients assisted would be 144.

Given the program is new, it is anticipated that there may be lessons learned over the course of the years, in terms of how long the waitlist is for public housing, how long it takes for households to find affordable housing and what the cost of housing is in the territory. These variables will be monitored in order to inform the program and the needs for affordable housing in the territory.

### 7.3 Plan Cost-matching

<b>Initiative</b>	<b>Planned Cost-Matching</b>			
	<b><u>Year 4 (\$M)</u></b> <b><u>2022/23</u></b>	<b><u>Year 5 (\$M)</u></b> <b><u>2023/24</u></b>	<b><u>Year 6 (\$M)</u></b> <b><u>2024/25</u></b>	<b><u>Total</u></b>
<b>[P/T] Priorities Housing Initiative</b>	0.8325	0.8324	0.7696	2.4345
<b>Canada Community Housing Initiative</b>	5.011	4.4264	4.6695	14.1069
<b>Canada Housing Benefit</b>	1.362	1.413	1.448	4.223
Nunavut Senior Fuel Subsidy	0.478	0.478	0.478	1.434
Nunavut QEC and Income Assistance Power Benefits				

7.4 Planned funding and indicator for targets.

Indicator: Number of households for which Housing Need is addressed	Target (Households)								2019/20 - 2027/28 Target
	Year 4 2022/2023 Target and Funding (\$M)		Year 5 2023/2024 Target and Funding (\$M)		Year 6 2024/2025 Target and Funding (\$M)		3 Year Cumulative Total Target and Funding (\$M)		
	#	(\$M)	#	(\$M)	#	(\$M)	#	(\$M)	
<b>New Construction</b>	36	\$27.00	36	\$27.00	36	\$27.00	108	\$81.00	234
<b>Repaired/ Renewed</b>	50	\$1.67	29	\$1.55	30	\$1.60	109	\$4.82	325
<b>Affordability Assistance Project based subsidy</b>									
<b>Affordability Assistance to the Household*</b>	21 households-transitional housing program	\$3.27	10 households-transitional housing program	\$1.48	2 households-transitional housing program	\$1.48	33 households-transitional housing program	\$6.21	40
	6 households Seniors Fuel subsidy	\$1.6	3 households Seniors Fuel subsidy	\$0.48	3 households Seniors Fuel subsidy	\$0.48	12 households Seniors Fuel subsidy	\$2.21	120
	214 IA/QEC electricity subsidy	\$2.00	107 IA/QEC electricity subsidy	\$1.00	107 IA/QEC electricity subsidy	\$1.00	428 IA/QEC electricity subsidy	\$4.00	510
<b>Total</b>		<b>\$35.17</b>		<b>31.51</b>		<b>31.56</b>		<b>98.24</b>	<b>1,229</b>

\*Affordability assistance reflects cost-matching from the Senior Fuel Subsidy program. The cumulative total includes 101 households assisted in 2018/19 when the cost-matching period began.

Indicator: Housing units considered accessible	Target (Units)									
	Year 4 Target and Funding (\$M)		Year 5 Target and Funding (\$M)		Year 6 Target and Funding (\$M)		3 Year Cumulative Total Target and Funding (\$M)		Target 2019/20 - 2027/28	
	Units	(\$M)	Units	(\$M)	Units	(\$M)	Units	(\$M)	Units	(\$M)
<b>New Construction*</b>	4	0.5	4	0.50	4	0.50	12	1.50	12	6
<b>Repaired/ Renewed**</b>	1	0.3	1	0.3	1	0.3	3	0.90	0	0
<b>Total</b>	5	0.75	5	0.75	5	0.75	15	2.40	12	6

\* NHC is planning to acquire 18 units from the City of Iqaluit that has 4 accessible units. Additional accessible unit construction was deferred from 2021/2022 construction (previously included).

\*\* Contingency for renovations of elder's units.

**7.5 Targets number of new projects and large repair and renewal project that are projected to achieve PT objective for greenhouse Gas Emission**

Reduction in Greenhouse Gas Emissions			
Reduction (%)*	Target Number of new projects		
	2022/2023	2023/2024	2024/2025
Less than 5%	-	-	-
5-9%	-	-	-
10-15%	-	-	-
15-20% or more	36.00	36.00	36.00
<b>Total</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>

\*No objective set in the bilateral. Also, there is no federal target for the territory for the Reduction of Greenhouse Gas Emission. Therefore, we assume that the new construction units of Nunavut 3000 schedule will be attempt an objective more than 20% as the new construction of the previous years based on NECB 2015 and NECB 2017.

Reduction in Greenhouse Gas Emissions			
Reduction (%)	Target Number of Large repairs and renewal projects		
	2022/2023	2023/2024	2024/2025
Less than 5%	-	-	-
5-20% or more	50.00	29.00	30.00
<b>Total</b>	<b>50.00</b>	<b>29.00</b>	<b>30.00</b>

\*No objective set in the bilateral. Also, there is no federal target for the territory for the Reduction of Greenhouse Gas Emission. Therefore we assume that large repairs and renewal projects will be attempt an objective more 5% provided in LCEF Project modelling though Dillion/RDH firms.